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ABSTRACT

In March 1975, a study was begun to determine what the status of women in the management profession really is. Questionnaires were mailed to the 175 women members of the Academy of Management. Eighty-one (46 percent) useable questionnaires were returned. Conclusions were: (1) 25 percent of female Academy members are not receiving raises and promotion at the time they met criteria; (2) half the female Academy members may be considered a talent pool for administrative openings since they have strong self-concepts about their administrative ability and are interested in these positions; (3) a significant number of female Academy members are not job hunting; (4) some benefits have been received by female Academy members from the women's movement; (5) over a third of female Academy members may be considered a talent pool for industry; (6) female students of Academy members are still having problems getting jobs; (7) over half the sample is concentrated in the lower salary ranges, yet over half the sample is found in the higher age range; and (8) the above conclusions coupled with lack of free-and-open communication by administrators and perceived attitudes toward women by both chairmen and deans seem to indicate a lack of affirmative action. (Author/KE)

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WOMEN MANAGEMENT FACULTY: AN EMPIRICAL LOOK AT THEIR STATUS

A Study to Support the Following Stated Purposes of the

Committee on the Status of Women in the Management Profession:

1. Provide information on the status of women in the Academy of Management and in the management profession.

2. Make recommendations regarding steps the Academy can take to insure full and equal opportunity for the educational and career development of all persons in, or desiring to enter, the management profession.

3. Assist the Academy in increasing the participation of qualified women in Academy activities and the profession.

1975

by
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WOMEN MANAGEMENT FACULTY: AN EMPIRICAL LOOK AT THEIR STATUS

Affirmative action and equal opportunity--a fait accompli? The following three statements appearing in recent publications seem to give a direct answer. "Despite all our efforts to end job discrimination in the United States, equal opportunity is still largely a myth."(1) "In terms of status and salary in the jobs they hold, women have not come a long way."(2) And from an article specifically addressing higher education--"Despite the publicity given to them, affirmative action programs have not resulted in major gains. Women are not winning the fight for economic equality; there is even evidence that, in the face of developing backlash, they are beginning to lose ground."(3) The decline started long before any recent backlash. Johnson notes that in 1870, one-third of American university faculty members were women.(4) Today the figure is less than one-fourth.(5) Numerous studies have detailed the plight of women faculty on individual campuses.(6,7,8,9,10,11,12,13,14) Ferber and Loeb concluded that more women than men seem to be aware of salary and rank inequities.(15) Combine that fact with the pyramid effect that as the power, position, and pay of most jobs increase, the smaller the ratio is of women who hold these positions. This pyramid effect is most noticeable in academic areas.(16) Men hold the power but do not notice the inequities. To get their attention, the government has driven home the illegality of discrimination by delaying federal contracts at some forty universitites.(17) But the Carnegie Quarterly states that withdrawing all federal funds is proving such a severe step, the HEW in its role as both judge and enforcer of contract compliance, is letting institutions off the hook entirely for lack of intermediate options.(18) In frustration the National Organization for Women, Women's Equity Action League, the National Education Association, the

Federation of Professional Women, and the Association of Women in Science has brought suit against the federal government to compel tougher enforcement of anti-sex discrimination laws.(19) HEW is hampered by inadequate training and a significant shortage of personnel that understand the higher education discrimination subtleties. By fall 1974, HEW had approved only fourteen affirmative action plans out of the 900 colleges and universities that have federal contracts.(20)

Professional organizations are supporting committees to investigate and improve the status of their female members. The American Association of University Women has compiled a list of over seventy such committees. A number of these committees have issued reports. It seems appropriate now that the Committee on the Status of Women in the Management Profession issue a current report on the status of female Academy of Management members.

Most female Academy members teach in management related areas. A few members are in industry or are university administrators. It would seem natural that with their expertise and the push to advance women, there would be a significant number in administration. But Sandler states that the best way for a woman to become a college president is to get herself to a nunnery. Thanks to the Catholic Sisters, the number of women college presidents is greater than the number of whooping cranes. She notes that perhaps we should declare women college presidents an endangered species.(21) Noll found that women and men are rated differently for administrative positions--emotional stability was considered important for women while organizational ability was given the same importance for men.(22) Knotts concluded that women college teachers were more similar to managers in their needs than three other groups of professional women.(23) Radloff states that given the high proportion of tenured men who will hold their positions for several decades to come and the "no growth" situation in university

employment, the Carnegie Commission on Higher Education expects it will take until about the year 2000, "under reasonable assumptions" for women to be proportionately represented in academic life.(24) But it could take even longer as seen from a remark made to a respondent in the present study by a 20-year old student--"What can a <u>woman</u> tell me about business?"

In March 1975, a study was begun to determine what the status of women in the management profession really is. Questionnaires were mailed to the 175 women members of the Academy of Management. Eighty-one (46%) useable questionnaires were returned. This article reports the findings of this study.

Salary Inequities

Almost half the participants (49%) in Figure 1, were either "below" or "didn't know" about their salary mean as compared by rank in their department. Almost half the participants (42%) in Figure 2, were either "below" or "didn't know" about their salary mean as compared by rank in their college.

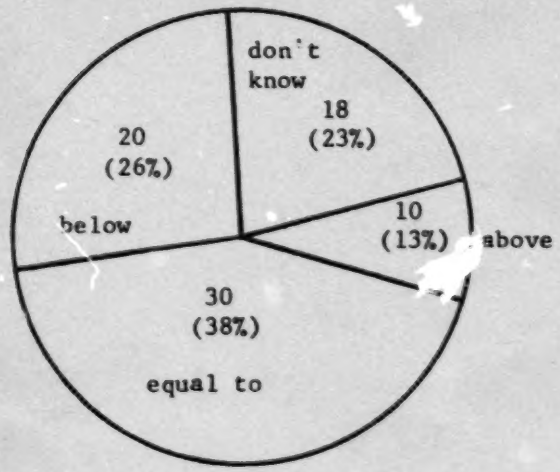

Figure 1

AVERAGE SALARY COMPARISONS BY RANK WITHIN DEPARTMENTS

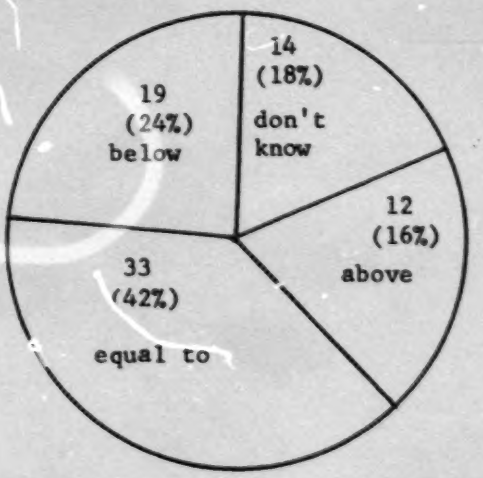

Figure 2

AVERAGE SALARY COMPARISONS BY RANK WITHIN COLLEGE

Almost half the participants (47%) in Figure 3, indicated that their administration did not practice free-and-open communication so that they were sure of their answers in Figures 1 and 2. Figure 4 indicates that of those who indicated they are below salary means by rank in both department and college, 21 (70%) said they <u>did</u> meet the criteria set for salary increments.

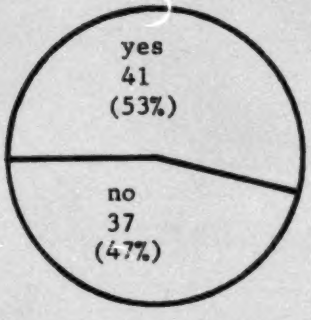

Figure 3

FREE-AND-OPEN COMMUNICATION PRACTICED BY ADMINISTRATION TO VERIFY ANSWERS IN FIGURES 1 AND 2

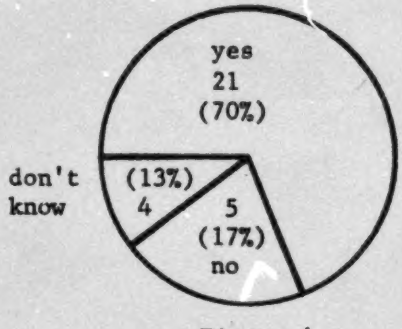

Figure 4

CRITERIA MET FOR SALARY INCREMENTS SET BY DEPARTMENT OR COLLEGE

<u>Promotions</u>

The 20 (27%) who did not receive promotions at the time they met promotion criteria averaged three years being behind where they should be. The range was six months to five-to-ten years.

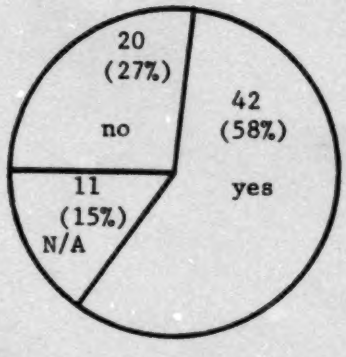

Figure 5

CRITERIA MET FOR PROMOTIONS SET BY DEPARTMENT OR COLLEGE

Administrative Opportunities in Higher Education

Forty (51%) said they would be interested in an administrative position in higher education--Figure 6. Nineteen (40%) of these indicated they had found it difficult to obtain an administrative position--Figure 7.

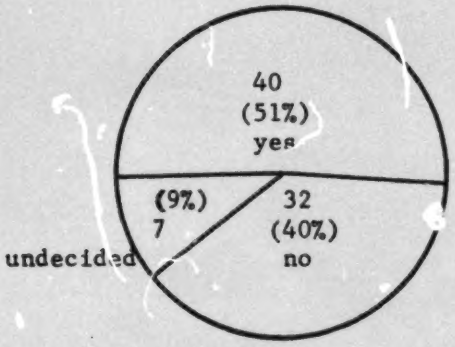

Figure 6

INTERESTED IN ADMINISTRATIVE POSITION IN HIGHER EDUCATION

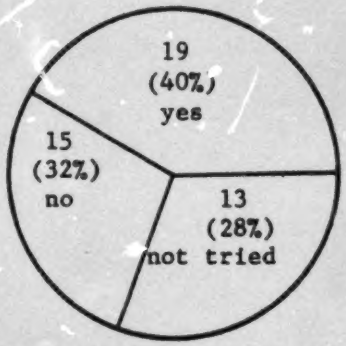

Figure 7

HAD DIFFICULTY IN OBTAINING AN ADMINISTRATIVE POSITION
(Out of those answering "yes" in Fig. 7)

Teaching Opportunities in Higher Education

Thirty-six (46%) had actively looked for a new teaching position in the past five years--Figure 8. Of these, 10 (26%) found being a woman a disadvantage--Figure 9.

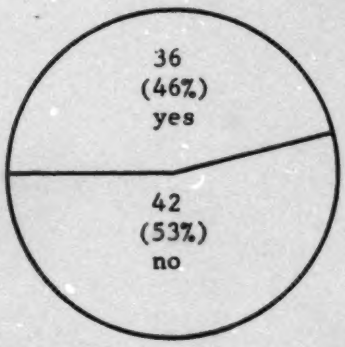

Figure 8

ACTIVELY LOOKED FOR TEACHING POSITION IN PAST FIVE YEARS

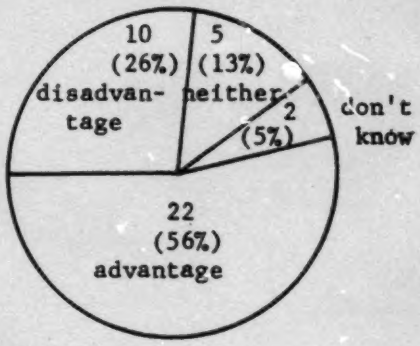

Figure 9

ADVANTAGE/DISADVANTAGE OF BEING A WOMAN WHEN LOOKING FOR A TEACHING POSITION

Twenty-one (27%) are now actively looking for a new teaching position--Figure 10. Fifty-two (68%) would like to see the Academy of Management set up a separate placement bureau for women members during the next two or three years--Figure 11.

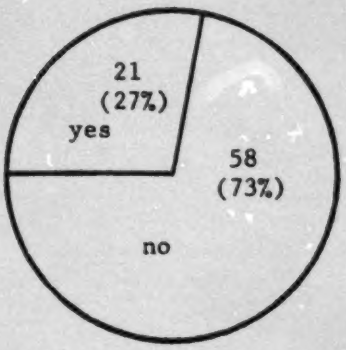

Figure 10

NOW ACTIVELY LOOKING FOR A NEW TEACHING POSITION

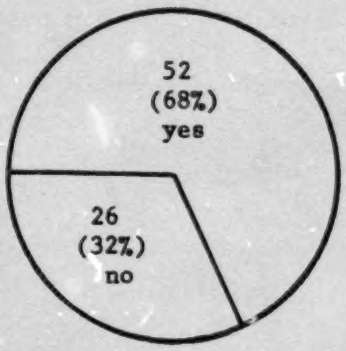

Figure 11

ATTITUDE TOWARD SEPARATE PLACEMENT SERVICE FOR WOMEN SET UP BY ACADEMY OF MANAGEMENT

Benefits from Women's Movement

Fifty-five (70%) said they have seen specific improvement in their own professional life during the past five years--Figure 12. The following benefits were indicated as derived from the women's movement:

N	%	Benefit
39	49	Better acceptance for professional meeting participation
32	40	Salary increases
20	26	more prestige
20	26	more consulting opportunities
10	13	promotions
7	9	government appointments to commissions/councils/committees

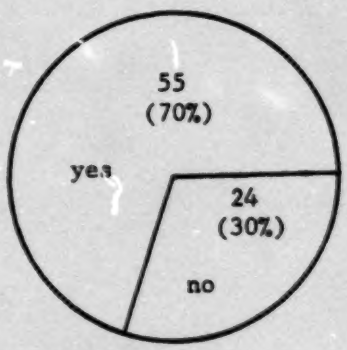

Figure 12

IMPROVEMENTS IN PROFESSIONAL LIFE DUE TO WOMEN'S MOVEMENT

Job Opportunities in Industry

Thirty-four (50%) said they would have gone into industry had their been good opportunities for women in industry when they started their teaching career--Figure 13. Twenty-seven (37%) said they would accept a job in industry today--Figure 14.

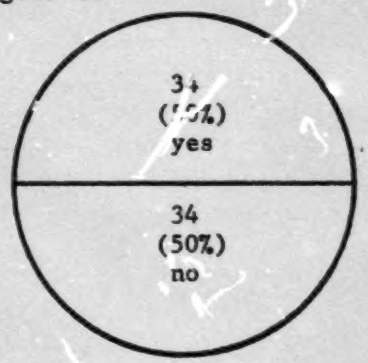

Figure 13

WOULD HAVE GONE INTO INDUSTRY HAD THERE BEEN GOOD OPPORTUNITIES

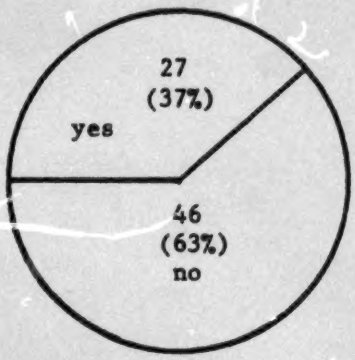

Figure 14

WOULD GO INTO INDUSTRY TODAY

Job Opportunities for Female College Students Today

Thirty-five (50%) said their female students were having problems getting jobs--Figure 15. Forty percent said that either no one was helping these students or they didn't know if anyone was helping them.

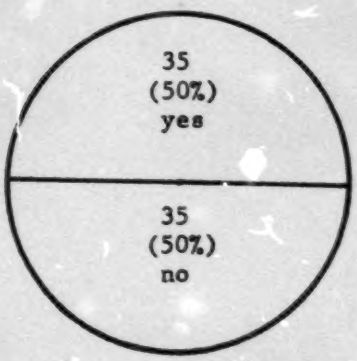

Figure 15

ARE FEMALE STUDENTS HAVING PROBLEMS GETTING JOBS?

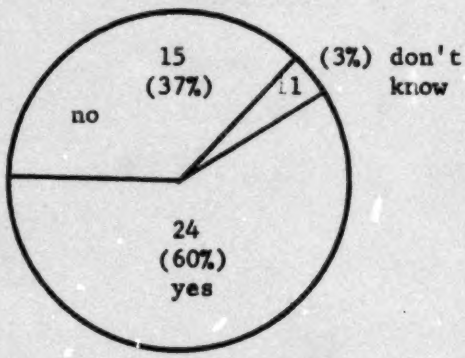

Figure 16

ARE FEMALE STUDENTS GETTING HELP?

Since Figure 15 represents thirty more responses than Figure 16, we may speculate as to why these thirty people did not respond. Perhaps they did not know either.

Insights into Feelings/Perceptions

A semantic differential type instrument was included on the questionnaire to give more insight into feelings/perceptions. A rather healthy self-concept is noted in terms of their own administrative ability. A somewhat positive feeling is also noted concerning their feeling of acceptance by their colleagues. The rest of their feelings/perceptions seem to present a rather gloomy profile. The following averages were computed from the instrument.

Your Ability As An Administrator	strong	1	(2)	3	4	5	6	7	weak
Your Feeling of Acceptance by Your Colleagues	positive	1	2	(3)	4	5	6	7	negative
Your Chairman's Real Attitude Toward Women	positive	1	2	3	(4)	5	6	7	negative
Your Present Chances at Equal Opportunity	strong	1	2	3	(4)	5	6	7	weak
Your University's Use of Free and Open Communication to Promote Equal Opportunity	strong	1	2	3	(4)	5	6	7	weak
Your Dean's Real Attitude Toward Women	positive	1	2	3	4	(5)	6	7	negative
Your Status in the Academy of Management	strong	1	2	3	4	(5)	6	7	weak
Your Opportunities to Serve on Government Commissions/Committees/ Councils	strong	1	2	3	4	(5)	6	7	weak
Your Ability to Get Articles Published in Referred Journals	strong	1	2	3	4	5	(6)	7	weak
Your Opportunities to do Consulting	strong	1	2	3	4	5	(6)	7	weak

Figure 17

FEELINGS/PERCEPTIONS ABOUT SELECTED CAREER-RELATED CONCEPTS

Age and Salary Ranges of the Sample

The sample was rather evenly distributed by age and salary ranges.

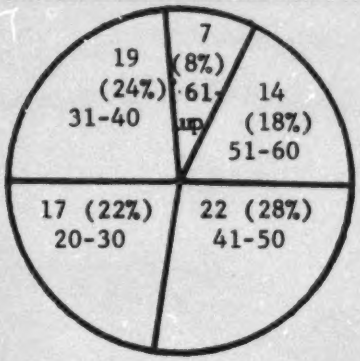

Figure 18

AGE

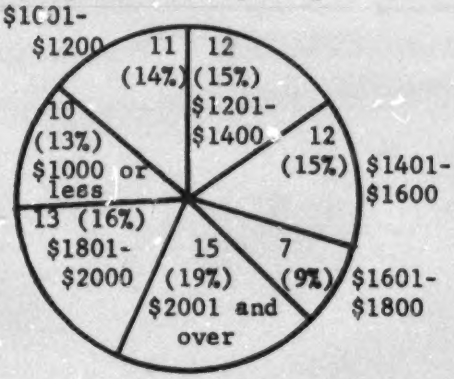

Figure 19

SALARY

Discussion

A quarter of the sample are below the salary mean for their rank in their department and their college. Seventy percent of these said they did meet the criteria set for salary increments. Almost half the total sample indicated their administration did not practice free-and-open communication so that they were sure of their answers. A quarter of the sample also did not receive promotions at the time they met promotion criteria and averaged three years being behind where they should be. These findings seem related to the feelings/perceptions of a neutral feeling by their chairman and a somewhat negative feeling by their dean toward women.

Half would be interested in administrative positions in higher education, yet 40 percent of these had had difficulty in obtaining an administrative position. A relatively strong self-concept in terms of their own administrative ability, which is necessary for success, is also noted.

Almost half (46%) had actively looked for a teaching position in the past five years. A quarter of these found being a woman a disadvantage. A quarter

of the sample is now actively job hunting. Almost 70 percent of the total sample would like to see the Academy of Management set up a separate placement service for women for the next two-three years. An interesting comment received on one of the questionnaires seems appropriate here.

> I received three inquiries when I applied at the Southern Management Association meeting in '73. But in '74, I put the placement folder under the name of "J. N. Doe" and received twenty-five inquiries. In disguise of a male-sounding name, my credentials are "better."

The women's movement seems to have benefited 70 percent of the sample. The two most frequently mentioned benefits were salary increases (40%) and better acceptance for professional meeting participation (49%). However, a somewhat weak feeling/perception toward their status in the Academy was noted in Figure 17, page 8. Half of the 46 percent who had sought jobs in the last five years found being a woman an advantage. The two least frequently mentioned benefits were promotions and government appointments to commissions/councils/committees. This finding was reinforced by a weak feeling/perception toward opportunities to serve in Figure 17, page 8.

Thirty-seven percent of the sample said they would accept a job opportunity in industry today. However, a rather strong negative feeling/perception toward opportunities to do consulting was noted in Figure 17, page 8.

Half the sample indicated their female students were having problems getting jobs. Forty percent either said these students were getting no help or they didn't know whether they were.

Forty-five (57%) of the sample earn about $14,000 or less on a nine-month contract. Forty-three (54%) of the sample is over forty years old. It is interesting to speculate whether these data would be representative of the male Academy members.

Other feelings/perceptions are noted in Figure 17, page 8, that seem significantly related to achieving equal opportunity. A neutral position toward both their university's use of free-and-open communication to promote equal opportunity and their present chances at equal opportunity do not appear to reflect visible affirmative action. Although they indicated a somewhat strong feeling of acceptance by their colleagues, they felt rather weak about their ability to get articles published in refereed journals. Whether this weak feeling came from an inability on their own part, a feeling that journal editors are reluctant to accept articles from women, or that they lack the needed collegial stimulation or co-author acceptance and cooperation by male colleagues to do research was not determined. Simon and Clark found that of the two most direct measures of productivity (numbers of articles and books published) married women PhD's publish as much or more than men PhD's and unmarried women publish slightly less than men.(25)

Conclusions

Assuming the sample is representative of the female Academy membership, the following conclusions are made:

1. Twenty-five percent of female Academy members are not receiving raises and promotions at the time they met criteria.
2. Half the female Academy members may be considered a talent pool for administrative openings since they have strong self-concepts about their administrative ability and are interested in these positions.
3. A significant number of female Academy members are now job hunting. Almost 70 percent of the total sample would like to see the Academy set up a separate placement service for the next two-three years.
4. Some benefits have been received by female Academy members from the women's movement.

5. Over a third of female Academy members may be considered a talent pool for industry.
6. Female students of Academy members are still having problems getting jobs.
7. Over half the sample is concentrated in the lower salary ranges yet over half the sample is found in the higher age ranges.
8. The above conclusions coupled with lack of free-and-open communication by administrators and perceived attitudes toward women by both chairmen and deans seem to indicate a lack of affirmative action.

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